**Appendix A**

**Exams Manager Person Specification Definitions**

**Behaviours**

1. **Creating shared purpose** (Essential)

Definition: Communicating an engaging picture of how we can work together.

* Do I create clear, focused messages?
* Do I back up my examples with facts?
* Do I use culturally relevant stories and examples to help others understand our current situation and purpose?
* Do I ensure others know what to do and how they can contribute?

1. **Working together** (Essential)  
   Definition: Establishing a genuinely common goal with others

* Do I readily seek others to work with when it is right to do so?
* Do I establish clarity about what we want to achieve together and what our respective roles are?
* Do I establish effective ways of working together?
* Do I willingly support others who are dealing with difficulties or problems in their work?
* Do I actively seek out others’ ideas?
* Do I seek out and use creatively what people of different backgrounds have to offer?
* Do I share leadership or other roles as appropriate?

1. **Shaping the future** (More demanding)  
   Definition: Exploring ways in which we can add more value

* Do I notice trends and innovations and plan to take practical advantage of the opportunities they present?
* Do I actively plan to build new solutions in order to deliver current objectives?
* Do I apply complex analysis and intuition to create new approaches?
* Do I combine analytical and conceptual thinking with commercial intent?
* Do I investigate beyond what is expected in my role to create more effective ways of delivering benefits?
* Do I challenge wasteful activity?

1. **Connecting with others** (More demanding)  
   Definition: Actively appreciating the needs and concerns of myself and others

* Do I apply my understanding of the underlying feelings, emotions and concerns of others?
* Do I adjust my behaviour to respond to how other people think and behave in different cultures or environments?
* Do I use openness and honesty with others in order to build greater understanding and empathy?
* Do I create mutual understanding by exploring different ways of seeing and doing things?
* Do I integrate people of different backgrounds into teams in order to achieve business objectives?

1. **Making it happen** (More demanding)  
   Definition: Challenging myself and others to deliver and measure better results

* Do I regularly review results and look for ways of raising levels of achievement for myself and others?
* Do I exceed challenging objectives?
* Do I identify barriers to success and tackle them before they become an issue?
* Do I look for new responsibilities and assignments in order to develop?
* Do I take advantage of opportunities and mitigate risks?

1. **Being accountable** (More demanding)  
   Definition: Putting the needs of the team or British Council ahead of my own.

* Do I do more than what is required of me if it will have a positive impact on others or on outcomes?
* Do I put extra energy into dealing with obstacles or setbacks?
* Do I stick to my promises, even when it is difficult to do so?
* Do I control my emotions to minimise negative impact?
* Do I act on feedback about my own behaviour?
* Do I hold others accountable for delivering what they have agreed to do?

**Skills and Knowledge**

1. **Managing People - Level 3**

**Manages a team**

Provides full line management to a team where all members are working in a similar area of expertise or business. Scope includes planning, setting objectives, role modeling an inclusive culture, recruitment, development and performance management.

1. **Planning and Organising – Level 3  
   Develops annual plans**

Develops and reviews the implementation of annual plans for a work group or function, taking account of business and customer requirements and reconciling competing demands.

1. **Managing Finance and Resources – Level 3**

**Supports budget management**

Monitors and controls an agreed budget within a defined area, producing reports and analyses and contributing to planning.

1. **Managing Risk – Level 3**

**Develops the culture**

Has track record of analysing potential risks, promoting risk awareness, and holding others to account for their practices.

1. **Developing Business – Level 3**

**Develops viable business**

Defines and develops products/programmes/services which deliver British Council goals on impact, income and surplus within a defined area of business that responds to market opportunities and aligns to wider corporate strategies.

1. **Using Technology – Level 2**

**Operates as an advanced user**

Works as an advanced practitioner in the use of office software and/or British Council standard and social media platforms and trains or coaches others in their use.

1. **Communicating and Influencing – Level 2**

**Relates communications to circumstances**

Displays good listening, writing and speaking skills, setting out logical arguments clearly and adapting language and form of communication to meet the needs of different people/audiences.

1. **Managing Accounts and Partnerships – Level 2**

**Works with stakeholders and partners**

Communicates regularly with diverse stakeholders, customers and/or partners to build mutual understanding and trust.